



Quarterly Performance Report

**CAP 2012 Corrective Action Plan
July 1, 2012 – September 30, 2012
Jeanine B. v. Walker Settlement Agreement**

Prepared by:
Wisconsin Department of Children and Families
Division of Management Services
Bureau of Performance Management
Performance Review and Evaluation Section
Revised October 25, 2012

Highlights

The Wisconsin Department of Children and Families (DCF) and the Bureau of Milwaukee Child Welfare (BMCW) are focused on achieving long lasting results that improve the lives of children and families. To that end, we have identified and implemented strategic actions to enhance our performance to address the remaining enforceable Settlement Agreement provision.

Over the past three months, BMCW has achieved the following:

Timely Reunification (I.B.6)

- BMCW was released from this provision as an enforceable item. Monitoring will continue as a no longer enforceable item.

Placement Stability (I.D.9)

- As of July 1, 2012, the updated measure was incorporated into the calculation for Placement Stability. Preliminary performance is as follow:

	Number of children with three or fewer placements	Total Number of children	Performance Percentage
July 2012	1,586	1,831	87%
August	1,537	1,780	86%
September	1,549	1,800	86%

- For the second quarter of CAP 2012, 99 percent of children who required a CANS assessment had an assessment completed.

Other Initiatives

- As of September 30, 2012 there were 37 staff enrolled in the MSW program. 10 staff are participating in the full time MSW program, and 27 staff participating in the part time MSW program.
- During the last three months, BMCW saw a one percent increase in the average percentage of children up-to – date with there annual medical appointments (90 percent) compared to the previous quarter (89 percent).
- During the last three months, BMCW has seen a net decrease of 3 licensed foster homes, from to 608 at the end of July 2012 to 605 at the end of September 2012. The data for July and August were revised from previous months reporting.

What follows is the second quarterly performance report of the CAP 2012. Changes in the data between this report and prior reports, both monthly and quarterly, reflect updates due to validation procedures as well as change in reporting structure.

Table of Contents

Introduction

Placement Stability of Children in Out-of-Home Care (I.D.9)

Description

Action 1: Matching Children Based upon Program Information and Outcomes

Action 2: Transition to Model of Rate Regulation

Action 3: Child and Adolescent Needs and Strengths (CANS) Tool

Action 4: Educational Liaison

Action 5: Placement Stabilizations/Caregiver Child Placement Plans

Action 6: Foster Parent Retention

Action 7: Mobile Urgent Treatment Team (MUTT) Report

Action 8: Foster Care Recruitment and Retention Plan

Other Initiatives

Master of Social Work Program

Training Teams/Academy

Annual Medical and Dental Exams

Initial Health Screen

Maltreatment in Out-of-Home Care

All data contained in this report is preliminary and may change pending validation of the data.

Introduction

The Corrective Action Plan 2012 (CAP) began April 1, 2012. CAP 2012 identifies and describes the strategies the Bureau of Milwaukee Child Welfare (BMCW), working with its contract agencies, is taking to address the remaining enforceable Settlement Agreement provisions. This report provides the performance of BMCW and partner agencies on the remaining items for the period July 1 through September 30, 2012.

Placement Stability of Children in Out-of-Home Care (I.D.9)

Description

I.D.9 requires that at least 90 percent of children in out-of-home care shall have had three or fewer placements during their current episode in care.

The formula for this performance standard was modified effective July 1, 2012 pursuant to agreement among the parties and Court approval.¹ The original formula was in effect for the first three months covered by this report. The data for this reporting period were calculated using the modified formula.

Table 1 provides information about the number of children with four or more placements April 2012 through June 2012. Currently, BMCW's performance for the second quarter of CAP 2012 (86 percent) does not achieve the 90 percent required by I.D.9 performance standard.

Table 1: Children by Age with 4 or More Placements, by Month

	Apr	May	Jun		Jul	Aug	Sept
Number of Children with 4 or More Placements between Birth-2 years	10	9	9		8	9	9
Number of Children with 4 or More Placements between 3 to 4 years	21	23	24		23	26	30
Number of Children with 4 or More Placements between 5 to 11 years	105	104	105		68	67	68
Number of Children with 4 or More Placements between 12 to 15 years	124	126	128		98	98	96
Number of Children with 4 or More Placements between 16 years or older	160	162	156		116	118	121
Total	420	424	422		313	318	324

The original formula was in effect for the period April – June, therefore the data calculated for that period used the original formula.

Note: Some numbers may have been updated due to validation process. These numbers differ from the settlement semi-annual reports because they 1) include children in wrap-around and 2) exclude children whose last day of OHC was the last day of the month.

* Pre-adoptive children are included in the measure from January 2012 forward.

¹ Modified I.D.9. Measure – At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements during the previous 36 calendar months of their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caregiver after an intervening placement during the same out of care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation. Initial assessment center placements also will be excluded from the calculation (Specified percentages remain the same).

BMCW, in partnership with its community partners and contract agencies, has implemented the following actions and strategies to address placement stability.

Action 1: Matching Children Based upon Program Information and Outcomes

In an effort to eliminate instability in higher levels of care, the Bureau has required all Treatment Foster Care agencies and Group Homes to submit detailed program information and begin regular collection of outcome data. Outcome indicators include re-entry, reunifications and placement stability. The Bureau will continue matching children to agencies based on program information and demonstrated outcomes.

Status: The registration process for TFC's and GH's for their 2013 contracts has been completed, and all of their updated programming information has been provided to Professional Services Group (PSG) to use in the matching process. PSG and agency placement liaisons will continue to be sent updated outcomes every three months.

Action 2: Transition to Model of Rate Regulation

DCF has moved to a model of rate regulation that ensures a better fit between the needs of the child/adolescent and the corresponding placement. The Child and Adolescent Needs and Strengths (CANS) tool is used to determine the level of care needed and the reimbursement rate for the caregiver. BMCW personnel will continue to be involved in the implementation of rate regulation.

Status: Table 2 provides the provider level of care for each month and the number of children in these placements for the period May through September.

Table 2: Providers Level of Care, by Month

Provider Level of Care	April	May	Jun	Jul	Aug	Sept
Levels 1 & 2 (<i>child specific and general Foster home</i>)	Not Available	795	804	800	777	776
Levels 3 & 4 (<i>treatment foster home</i>)	Not Available	452	439	430	419	429
Group Home/Assessment Centers/Stabilization Centers	Not Available	171	167	162	155	148
Residential Care Centers	Not Available	74	70	71	82	79
Other*	Not Available	73	63	71	74	77
Unlicensed**	Not Available	460	452	441	428	432
Court Ordered Kinship		256	256	266	267	250
Unlicensed Relatives		152	155	140	132	145
Unlicensed non-relatives		35	32	34	28	34
FH with licenses pending		17	9	0	0	3
Trial Reunification		0	0	1	1	1

Note: Some numbers may have been updated due to validation process; April Level of Care data was not available at the time reported.

Action 3: Child and Adolescent Needs and Strengths (CANS) Tool

BMCW has also implemented the CANS tool to better identify children's mental health and placement needs. Ongoing Case Managers complete the CANS within 30 days of a child coming into out-of-home care. BMCW will monitor provision of follow up services to meet the child's identified mental health needs and will take effective measures to ensure that the contracted agencies provide appropriate services.

Status: Table 3 shows the number of CANS due, the number of CANS completed, and the number of children who needed further services or assessment for March 2012 through August 2012. (Please note that CANS numbers are always one month behind. For example, September numbers will be reported in October.) For the second quarter of CAP 2012, 72 percent of eligible children received a timely CANS assessment. Additionally, 99 percent of children from the second quarter of CAP 2012 who required a CANS assessment had an assessment completed.

Table 3: Child and Adolescent Needs Assessment, by Month

	Mar	Apr	May	1 st QTR Total	Jun	Jul	Aug	2 nd Qtr Total
Number of eligible children	81	85	79	245	81	78	74	233
Number of eligible children who received a CANS within 30 days	59	67	58	184	67	65	36	168
Percent of eligible children who received a CANS within 30 days	73%	79%	73%	75%	83%	83%	49%	72%
Number of eligible children who received a CANS over 30 days			21		13	12	37	62
Percent of children who received a CANS			100%		99%	99%	99%	99%
Number of children CANS identified as needing follow up services	27	31	29	87	32	30	33	95
Percent of children who received follow up services by month's end	52%	58%	62%	57%	56%	70%	70%	65%
Percent of children who received follow up services by date of report	100%	93%	86%	93%	88%	73%		

Note: Some numbers may have been updated due to validation process

BMCW is continuing to work on the current eWiSACWIS report in order to accurately capture this information. In the interim, the information is compiled manually by the partner agencies.

Action 4: Educational Liaison

BMCW will promote and expand the utilization of the educational liaison to assist children in care with their educational needs. This will assist foster parents who otherwise may be unable to manage educational issues (particularly suspension and expulsion) which may then result in a placement disruption. Beginning April 1, 2011, the Bureau will track utilization to determine in which cases the educational liaison position is used and the outcomes of involvement.

Status: Table 4 displays the number of consultations broken down by referral person, and the nature of referral July through September 2012.

Table 4: Educational Liaison Three Month Summary

Education Liaison 3-Month Summary Report 7/1/2012 - 9/30/2012	
Breakdown by Referral Person	
Referrals from case managers	48
Referrals from legal guardian	1
Referral from foster parent	1
Total consultations:	50
Breakdown by Nature of Referral	
Suspected need for special education services:	17
0 are now receiving special education services 4 did not qualify for special education services 13 pending evaluation results	
Placement Issues:	17
5 students remained in same school placement 11 students enrolled in school 1 student moved to a new school placement	
Behavior Issues:	2
1 was resolved via revising behavior plan 1 student moved to a public school placement from private school	
IEP Meetings:	4
2 IEP's reviewed and revised 1 annual IEP meeting held (1 meeting pending in October)	
Miscellaneous Requests for Information	8
Transportation	2
TOTAL consultations	50

Note: Some numbers may have been updated due to validation process. This table reflects the current reporting methods.

Action 5: Placement Stabilization

BMCW will provide monthly data to the agencies in order to compare relative performance on all currently monitored indicators. Placement stability and permanence will be the primary performance indicators for intake beginning January 2013. Relative performance data from January 2012 through November 2012 will be used in calendar year 2013 to determine the ratio of cases assigned to the respective agencies.

Status: Comparative data on placement stability using the new formula is now available. Both agencies have implemented placement stability plans in order to reduce instability, especially targeting children five years of age and under. Comparative data on permanency is still in process but it is anticipated that it will be completed in time for 2013 contract decisions.

Action 6: Foster Parent Retention

BMCW will continue to support the Connecting Bridges foster parent organization, with emphasis on strategies for retention of foster parents. The BMCW Client Rights Specialist will attend foster parent meetings as needed and respond to any foster parent concerns.

Status: BMCW's Client Rights Specialist or Bureau Director attends foster parent meetings as needed to respond to foster parent concerns. Table 5 shows the number of foster parent meetings as well as foster parent concern calls from April 2012 through September 2012.

Table 5: Foster Parent Retention Activities, by Month

	Apr	May	Jun	Jul	Aug	Sep
Number of Foster or Treatment Foster Parent Concern Calls	1	1	4	1	1	1
Number of Foster or Treatment Foster Parent Meetings	0	1	1	0	0	1

Note: Some numbers may have been updated due to validation process

Action 7: Mobile Urgent Treatment Team (MUTT) Report

BMCW will continue to promote the use of the Mobile Urgent Treatment Team (MUTT) by licensed foster homes and unlicensed court-ordered kinship care providers to stabilize placements.

Status: MUTT has begun documenting the placement types of providers who contact them. Since July 2012:

385 crisis contacts were made. Of these, 144 required in-person contact and 241 were resolved through telephone contact. Of the 385 contacts, provider type breaks out as follows: 3 crisis contacts was received from Court Ordered Kinship Provider, 38 from treatment foster homes, 67 from general foster homes, 27 from home, and 11 from group homes or assessment centers, 239 of the crisis contacts did not have a provider type recorded.

Table 6 provides information regarding the number of children enrolled in MUTT for April 2012 through September 2012. The referral sources by provider for the second quarter of CAP 2012 included: 1 from staff of the Child Protection Center, 1 from a general foster parent, four from treatment foster parents, and 11 from Ongoing Case Managers (17 total children).

Of the 24 kids who were dis-enrolled from MUTT for the second quarter of CAP 2012, 9 (38 percent) maintained their foster home, 2(8 percent) returned to their parents, 4 (17 percent) moved into a relative kinship placement, 5 (21 percent) moved into a higher level of care, 3 (13 percent) moved into a placement with Wraparound Reach Program , and 1 (~4%) child was adopted.

Table 6: MUTT Utilization, by Month

	Apr	May	Jun	Jul	Aug	Sep
Number of Children Enrolled at Beginning of Month	59	55	51	45	44	42
Number of Children Enrolled During Month	10	5	7	4	8	5
Number of Children Dis-Enrolled During Month	13	9	13	5	10	9
Number of Children Enrolled at End of Month	56	51	45	44	42	38

Note: Some numbers were updated due to validation process. Differences between the End of Month and Beginning of Month enrollment is the result of belated data entry.

Action 8: Foster Care Recruitment and Retention Plan

BMCW will continue to support foster home recruitment and licensing in order to maintain and increase the pool of available homes that meet the placement needs of children in out-of-home care.

Status: Table 7 shows the number of foster homes that were recruited, closed, and placed on hold as well as the number of foster homes available. During the last three months, BMCW has seen a net decrease of 3 licensed foster homes, from to 608 at the end of July 2012 to 605 at the end of September 2012. The data for July and August were revised from previous months reporting.

Table 7: Number of Foster Homes, by Month

	Apr	May	Jun	Jul	Aug	Sep
Number of Foster Homes at the End of the Month	602	607	605	608	613	605
Number of New Foster Homes	10	28	23	20	23	16
Number of Closed Foster Homes	15	19	27	15	19	22
Number of Foster Homes On Hold	54	49	47	55	51	47

Note: Some numbers were updated due to validation process. Any difference between the number of foster homes at the end of the month and a calculated beginning of month numbers is the result of belated data entry.

Special attention has been given to newly licensed homes for infants and adolescents. Of all the homes open during the quarter, 36 were available for infants and 23 were available for adolescents. Of all the homes closed during the quarter, 29 were licensed for infants and 14 were licensed for adolescents.

Other Initiatives

The Bureau will maintain its child welfare workforce initiatives, including pay schedules and career ladders for ongoing case managers, mentors and supervisors.

Master of Social Work Program

The Bureau will continue its support of staff educational advancement, including the part-time Master of Social Work (MSW) programs evening courses at reduced tuition for Bureau staff pursuing and MSW degree at the University of Wisconsin-Milwaukee; and stipends for the full-time MSW program.

Status: As of September 30, 2012 there were 10 staff participating in the full time MSW program, and 27 staff participating in the part time MSW program.

Training Teams/Academy

The full implementation of Training Teams will continue in all programs across all agencies. Training Teams operationalize a competency-based approach assuring new staff the opportunity to develop their skill and knowledge in a deliberate, sequenced, and progressive manner. All trainee activities on the Training Teams will be conducted under the close supervision of the training team supervisor ensuring that child safety during staff development always remains the paramount concern.

Status: As of September 30, 2012, 35 staff were participating in training teams. During the second quarter of CAP 2012, one training teams graduated a total of 39 staff.

Medical and Dental Exam Timeliness

Status: Table 8 provides monthly information on the number of children who had an annual medical and dental exam for April 2012 through September 2012. The average percentages of documented annual medical exams slightly increased from the first quarter of CAP 2012 (89 percent), up to 90 percent for the second quarter. Average performance for annual dental exams decreased in the second quarter CAP (80 percent) when compared to the first quarter (83 percent).

Table 8: Number of Annual Medical and Dental Exams, by Month

	Apr	May	Jun	QTR Avg.	Jul	Aug	Sep	QTR Avg.
Medical Exams								
Number of Medical Exams Due	2,231	2,211	2,185		2,244	2,195	2,118	
Number of Medical Exams Completed	2,046	1,971	1,886		2,068	1,986	1,865	
Percent of Due Medical Exams that were Completed	92%	89%	86%	89%	92%	90%	88%	90%
Dental Exams								
Number of Dental Exams Due	1,777	1,763	1,734		1,779	1,738	1,688	
Number of Dental Exams Completed	1,529	1,465	1,375		1,467	1,387	1,285	
Percent of Due Dental Exams that were Completed	86%	83%	79%	83%	82%	80%	76%	80%

Note: Some numbers were updated due to validation process.

The numbers provided for the annual medical and dental exams may understate actual performance. The related data reporting issues are currently being researched.

Initial Health Screens

The Bureau will continue to monitor the initial health screen timeliness for children coming into the Bureau's custody. The Bureau is working on a programming change to eWiSACWIS that will track compliance with the 30-day comprehensive exam requirement.

Status: Table 9 provides information on the number of eligible children who received a timely initial health screen and the overall BMCW compliance rate from April 2012 through September 2012. For the second quarter of CAP 2012, 88 percent of children received their timely initial health screen.

Table 9: Number of Initial Health Screens, by Month

	Apr	May	Jun	QTR Avg.	Jul	Aug	Sep	QTR Avg.
Number of Initial Health Screens Due	79	66	63	208	64	62	77	203
Number of Initial Health Screens Completed	75	60	56	191	60	50	69	179
Percent of Due Initial Health Screens that were Completed	95%	91%	89%	92%	94%	81%	90%	88%

Note: Some numbers may be updated due to validation process.

Maltreatment in Out-of-Home Care

The Bureau will provide to plaintiffs' counsel the investigation reports of alleged maltreatment in out-of-home care, including Independent Investigations on licensed care providers and Initial Assessment CPS reports on unlicensed relative caregivers for quarterly review. Such confidential disclosures to Plaintiffs will be for monitoring purposes only and may not be used for any evidentiary or liability purposes in this case or any other matter.

Status: During the second quarter of CAP 2012, the maltreatment of one (1) child while in out-of-home care was confirmed.

All unsubstantiated Independent Investigations for licensed out-of-home care providers and unsubstantiated Initial Assessments for Court Ordered Kinship providers for July, August and September will be sent under separate cover with this report.